

# Performance Track Members' Event

APRIL 20-22, 2004 • THE HYATT REGENCY • BALTIMORE, MARYLAND



## Performance Track Members Celebrate Another Year of Environmental Excellence

April 20 – 22, some 240 individuals gathered in Baltimore, Maryland, for the 2004 National Environmental Performance Track Members' Event and Conference. EPA Acting Deputy Administrator Stephen Johnson shared his excitement at the steady growth of Performance Track and the "tremendous accomplishments" of its members.

Johnson described how Performance Track contributes to Administrator Mike Leavitt's vision of finding "a better way" to protect human health and the environment. The cornerstone principles of this vision are a collaborative approach, the use of market incentives, leading with science and technology, and a focus on results. Performance Track is an "excellent example" of private-public collaboration, Johnson said, and the program has developed innovative incentives to attract and reward top environmental performers.

Johnson also announced the signing of the first Performance Track Rule, which grants member facilities flexibility in complying with certain air emission and hazardous waste storage requirements. Current estimates indicate that the rule will save eligible facilities approximately \$707,000 over the next three years.

Citing some of the program's impressive results to date, Johnson noted that Performance Track members reduced their water use in 2002 by 2.5 billion gallons, enough to fill almost 2,500 Olympic-size swimming pools. Members avoided 22 tons of hazardous air pollutant emis-

sions, and preserved or restored 1,786 acres of habitat. "Administrator Leavitt is very supportive of this program," Johnson said. "Clearly, Performance Track leads us to a better way."

Johnson joined Performance Track Director Dan Fiorino and regional EPA administrators to recognize winners of Performance Track Outreach Awards, the Performance Track Director's Award for Mentoring, and the Environmental Performance Awards. The 64 new members that have joined Performance Track since the 2003 Members' Event also were recognized. See the profiles of award winners on pages 2-3 for details.

Andrew N. Todd, president and CEO of Xanterra Parks and Resorts, gave a presentation on his company's environmental philosophy and activities. Xanterra, which provides services in many of America's best-known National Parks, is deeply committed to reducing its ecological footprint. Five Xanterra facilities have joined Performance Track in the last year.

"We believe that being an environmental leader helps us stand out from the competition," Todd said. The company has established its own corporate average fuel efficiency standards for fleet vehicles, and new buildings must conform to the U.S. Building Council's Leadership in Energy and Environmental Design (LEED) standards. Environmental factors are considered in purchasing decisions: for example, Xanterra facilities serve certified sustainably raised salmon, organic shade-



EPA Acting Deputy Administrator Stephen Johnson praised the "tremendous accomplishments" of Performance Track Members.

grown coffee, and conservation beef.

Referring to Performance Track as "one of EPA's premier programs," EPA Associate Administrator Jessica Furey wrapped up the evening by describing the agency's efforts to enhance Performance Track through a new corporate leadership program, new regulatory incentives, more agreements with states, and strategies to increase public awareness and visibility. Furey announced that criteria and applications for the corporate leadership designation will be ready later this spring, and that EPA hopes to secure formal agreements on Performance Track with half of the states in the next three years. She described efforts to raise awareness of Performance Track in the investment community and the insurance industry.

PRESENTATIONS AVAILABLE

Many of the presentations given at the meeting are available for downloading at  
<http://www.ptpaonline.org/2004Conf/2004Proceedings.html>

# 2004 Performance Track Award Winners

## Annual Outreach Awards

This award recognizes current Performance Track members who, in addition to being exemplary environmental stewards, make a special effort to inform the public about what it means to be a member of the Performance Track Program. This year, there were four recipients of the Performance Track Outreach Award.

### **AMERICAN REF-FUEL COMPANY OF HEMPSTEAD** *Westbury, New York*

Through American Ref-Fuel's efforts, awareness of Performance Track is high within the facility and among its peers. Facility representatives have described Performance Track at many public speaking events, and American Ref-Fuel keeps its surrounding community informed about the program and the facility's commitments. The Performance Track flag is prominently on display at American Ref-Fuel, and the Performance Track logo appears in company ads.

### **DUPONT-SPRUANCE PLANT** *Richmond, VA*

Dupont-Spruance Plant has promoted Performance Track to members of the Virginia Manufacturers Association (VMA) and included Performance Track as a major track in the 1st VMA Manufacturers and Industry Environmental Conference. Dupont-Spruance Plant worked with the Virginia Department of Environmental Quality to educate the public on Performance Track and Virginia's Environmental Excellence Program, and the facility promoted Performance Track at community advisory panel meetings.

### **PFIZER, INC.-LINCOLN OPERATIONS** *Lincoln, Nebraska*

A Performance Track member for less than one year, this Pfizer facility has actively tutored its sister facility in White Hall, Illinois for Performance Track membership. Pfizer also has offered assistance to local Lincoln businesses. In July 2003, the company hosted a "Talk and Tour" event to demonstrate best environmental practices for more than 40 businesses in EPA Region 7. Event attendees learned the level of importance and emphasis Pfizer assigns to its recycling and waste reduction efforts.

### **TEXAS INSTRUMENTS, INC.-SENSORS AND CONTROLS** *Attleboro, Massachusetts*

This facility has promoted Performance Track at the New England Environmental Expo for several years, as well as at the National Association of Environmental Managers, the International Symposium on Electronics and the Environment, and the Northeast Business Environmental Network. In addition to providing presentations specifically on Performance Track, facility officials include several slides about Performance Track in every presentation they make on environmental issues.



Raymond Lizotte (center) of Texas Instruments accepts the Annual Outreach Award from Stephen Johnson (left) and EPA Region 1 Administrator Robert Varney



Robert Dunn of Dupont (right) accepting the Annual Outreach Award from EPA acting deputy administrator Stephen Johnson

## Performance Track Director's Award For Mentoring

The Performance Track Mentoring Program promotes shared learning and networking between current and potential Performance Track members. The recipient of this award spends a considerable amount of time working to help potential members qualify for Performance Track.

### **NEW HAMPSHIRE BALL BEARINGS, INC.** *Peterborough, New Hampshire*

New Hampshire Ball Bearings, Inc. is the first recipient of the Performance Track Director's Award for Mentoring. The basis for the award is the facility's six-month Environmental Management Systems (EMS) Users' Group Project, in which it mentored nine New England manufacturing companies in its supply chain. The EMS Users' Group Project took place from May through November, 2003. The project used a corporate sponsor approach to assist small facilities in overcoming the barriers of finding time and resources to attend training. As part of the project, New Hampshire Ball Bearings offered "preferred" status to suppliers that develop an EMS. A reunion of the EMS Users' Group Project will take place in 2004 to measure progress on EMS implementation.

# 2004 Performance Track Award Winners

## Performance Track Environmental Performance Awards

Performance Track is pleased to announce its first annual Environmental Performance Awards. These awards recognize Performance Track members that have demonstrated exemplary environmental performance during their participation in the program.

### **BAXTER HEALTHCARE, INC.** *Guayama, Puerto Rico*

As a Performance Track member, Baxter committed to reducing its hazardous and solid waste as well as its energy use and biological oxygen demand (BOD) discharges to water. The facility made impressive improvements in all of these environmental categories. For example, Baxter reduced its hazardous waste by 195,000 pounds in its first two years of membership, in part through the reduction of acetone use. With a 70 percent increase in production taken into account, this translates to an avoidance of 1.6 million pounds of hazardous waste over the two-year period.

### **Pfizer Inc.** *Lititz, Pennsylvania*

Pfizer Lititz set challenging three-year goals and exceeded all of them during its first two years in the program. Over the past two years, the facility reduced its total solid waste by 820 tons. Taking into account production increases, this amounts to an avoidance of 2,700 tons of solid waste over the two-year period. Pfizer reduced its hazardous waste by 670 tons by recovering alcohol-based material from the waste stream and installing equipment to reduce waste generated from production material testing. Pfizer reduced its total energy use by more than 3.6 million kilowatt-hours (kWh) and reduced its BOD discharges by 82,000 pounds, a 62 percent improvement in eco-efficiency.



Pfizer officials accept the Environmental Performance Award. Left to right: Charles Souders, Stephen Johnson (EPA), Michael Robson, Dave Burton, Barbara D'Angelo (EPA), John Keith

### **BRIDGESTONE/ FIRESTONE SOUTH CAROLINA** *Graniteville, South Carolina*

The Graniteville facility made significant reductions in total solid waste, energy use, and air emissions, and increased its use of recycled materials. Over the past two years, the Bridgestone/Firestone facility reduced its total solid waste to 6.5 million pounds. With a 17 percent production increase, this translates to an avoidance of 22 million pounds of solid waste over the two-year period. The facility improved its energy use efficiency by 19 percent through enhanced leak detection and gas recovery, and reduced its toxic air emissions by 2.6 tons, a 65 percent efficiency improvement.



Left to right: Stephen Johnson (EPA), Mitch Mussetter (Bridgestone-Firestone), Tim Bent (Bridgestone-Firestone), and James Gulliford (EPA Region 7 administrator)

### **THE CITY OF SCOTTSDALE** *Scottsdale, Arizona*

Over the past two years, the City of Scottsdale reduced its total energy use by more than 300,000 kWh by installing more energy-efficient HVAC equipment. Scottsdale reduced its VOC emissions by nearly 6000 pounds by increasing the number of alternative fuel vehicles in its fleet. This amounts to a 22 percent increase in eco-efficiency. The City of Scottsdale reduced its solid waste by 4,188 tons, a 31 percent improvement that was accomplished through its Green Waste Diversion Program. Scottsdale also increased its habitat preserve to over 15,000 acres, a 28 percent increase since it joined the Performance Track program.



*John Elkington provided a global overview of factors affecting the sustainability movement today.*

## Performance Track and Sustainability

The Members' Dinner was followed by a two-day conference sponsored by the Performance Track Participants Association in partnership with EPA. The meeting opened with a plenary speech by John Elkington, chairman and co-founder of SustainAbility, in which he provided a global overview of major issues and drivers facing the sustainability movement today. Elkington identified population growth, climate change, and security as key issues, and he emphasized the growing importance of non-governmental organizations (NGOs) in pressuring industries to move toward sustainability. He described efforts to integrate social, economic, and environmental values in corporations through the avenues of boards, balance sheets, business models, and brands. According to Elkington, Performance Track can best contribute to the sustainability movement by promoting experimentation among its members, supporting, in his words, "failures as well as successes."

## Federal, State, and NGO Perspectives

Subsequent speakers addressed topics at the federal, regional, state, and NGO levels. EPA Associate Administrator Jessica Furey summarized Performance Track's progress toward three major program goals: increasing environmental value, improving business value for members, and expanding ownership of the program to create a broader coalition for success. She cited some of the environmental achievements of Performance Track members and highlighted new incentives under development at EPA, such as proposals that would reduce inspection frequencies under the RCRA tanks program; streamline hazardous waste permitting; and substitute performance standards for more detailed requirements that apply to waste generators. "High performers should be treated differently, like preferred customers," Furey said. She also described the growing recognition of Performance Track's value to the investment community, with Calvert, Innovest, and KLD taking Performance Track membership into account in their ratings of firms.

EPA Region 2 Administrator Jane Kenny discussed regional challenges and opportunities for Performance Track, including the need to build support at the state level; adding Performance Track goals to EPA regional strategic plans; providing local and regional recognition for members; and offering regional benefits to members such as expedited permit reviews. "We will continue to talk about this program until every major facility in our region is a member," Kenny said. Kenny noted that Region 2 has its own regional environmental quality awards and partnerships with regional industry associations.

Sheryl Corrigan, commissioner of the Minnesota Pollution Control Agency, offered a frank discussion of the reasons some state agencies have been slow to support Performance Track. She noted that compliance and enforcement staff can be resistant to voluntary performance-based programs, and that efforts to promote Performance Track may be limited by budget pressures and competing priorities. Finally, some states may focus more attention on developing their own performance-based incentive programs.

Gwen Ruta of Environmental Defense provided an NGO's perspective, recommending that top environmental performers adopt life-cycle goals for their products, rather than focusing only on production. For example, 70 percent of the greenhouse gas emissions associated with an automobile or other vehicle come from the vehicle's operation rather than its production.

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# Reducing the Corporate Footprint While Improving the Bottom Line

Paul Tebo, vice president for safety, health, and environment at DuPont, talked about the multiple benefits his company has achieved by reducing its environmental impacts. “The more we integrate environment into our business operations, the better the bottom line,” Tebo said. For example, DuPont spent \$1 billion for waste treatment in 1993; in 2003 it spent less than \$400 million. “The real benefit is less waste,” Tebo explained. “The cost of waste is the cost of product you can’t sell. By reducing waste we now have greater capacity; it’s like finding a hidden plant.”

DuPont Chairman Ed Woolard set ambitious environmental goals for the company, and the goals are absolute, not tied to economic conditions or changes in production. “In 2003, our production went up 30 percent, but our U.S. Toxic Release Inventory releases went down 37 percent; hazardous wastes were down 44 percent; air toxics emissions were down 92 percent; energy use down 9 percent; and greenhouse gases down 67 percent,” Tebo said.

The company has participated in many of EPA’s voluntary programs, in part because the programs help keep DuPont accountable. “When we sign up to a voluntary program and

make it public, then it’s effectively no longer voluntary,” Tebo noted.

DuPont currently has five sites in Performance Track. Why did they join? “You get public recognition, and you get to know your regulators,” Tebo

said. “There’s also some regulatory flexibility. But for us the main motivation is that you can make public commitments.” The company continues to set aggressive environmental goals for itself; for example, DuPont wants to get 10

percent of its energy from renewables by 2010. “We need transformations in business today, not incremental improvements,” Tebo said.

“The more we intergrate environment into our business operations, the better the bottom line.”

Paul Tebo,  
Vice President  
for Safety, Health, and Environment,  
Dupont

Robert McGough, president and CEO of DynMcDermott Petroleum Operations Company, presented his company’s perspective on the business case for environmental improvements. DynMcDermott manages a portion of the nation’s Strategic Petroleum Reserve. Despite moving some 550 million barrels of fluid each year, the company has a great record of avoiding spills, McGough said. DynMcDermott produces only one pound of hazardous waste per employee per year, and has received more than 50 state and local environmental awards.

“The path to environmental excellence lies in leadership, commitment, communication, innovation, and enthusiasm,” McGough said. “Our success is very dependent on safety and environmental performance. All our environmental activities have directly affected our bottom line, with lowered cost, improved performance, and more award fees.” Over four years, the company has invested \$200,000 in training, changing processes, and other environmental initiatives that have generated a return of \$2.5 million.

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# Performance Track and the Risk, Investment, and Insurance Industries

New benefits are emerging for Performance Track members, including investment advisors' use of Performance Track membership as a factor in their rating of firms, and the possibility that Performance Track members may become eligible for reduced environmental insurance premiums due to their official recognition as top environmental performers.

Hewson Baltzell, CEO of Innovest Strategic Advisors, Inc., said that Performance Track provides "an excellent third-party data point" in Innovest's ratings of companies on environmental and sustainability factors. Innovest rates companies based on the percentage of their facilities that are in the program. It uses a similar rating approach with ISO 14001 to help identify high environmental performers.

Innovest's rating model is based on an overview of the sector, data on the firm, a company interview, the completion of a rating matrix, and a "reality check." According to Baltzell, Performance Track companies tend to be among the highest rated firms in

Innovest's rankings. Innovest's ratings are used by some of the largest investment firms in the world, along with hedge funds, pension funds, advisory firms, nonprofits, and governments, among others.

Steve Piatkowski, vice president of engineering services at Ace Environmental Risk Group, described the factors that environmental insurers take into account when appraising risk.

Insurers see environmental risk as contaminants, receptors, and exposure pathways (such as soil, groundwater, surface water, and air). Environmental insurance coverage includes such exposures as on- and off-site remediation costs, third-party bodily injury, third-party property damage, and legal defense expenses.

Insurers identify environmental exposures through a risk assessment survey, which involves factors such as corporate management philosophy, site history, water and wastewater management, air emissions, materials handling and storage, waste management, compliance history, pre-existing soil and or

groundwater contamination, emergency response, and employee training. Rates and terms are based on the type of industry, a financial analysis, past operations, pre-existing contamination, types of contamination, losses (spills and releases), neighboring sites, and potential environmental pathways.

Howard Kunreuther, professor and co-director of the Risk Management and Decision Processes Center at the University of Pennsylvania's Wharton School, talked about the role of insurance, inspections, and regulations in reducing environmental risk. He stressed the need to link risk assessment with risk management programs, and the importance of third-party inspections as a way to distinguish low-risk firms from high-risk ones. Low-risk firms could then be rewarded for their performance with lower insurance premiums.

Kunreuther noted that some companies don't worry about environmental risk or can't afford insurance, and that insurers are reluctant to provide catastrophic insurance. But making insurance mandatory isn't the answer, he said. "Insurance is a policy tool that can encourage prevention activities and provide financial incentives for better behavior." Kunreuther recommended that Performance Track companies identify key benefits they would like to see from the insurance and financial sectors, and establish a group of key stakeholders to identify next steps.

“Performance Track companies are among our highest rated firms.”

Hewson Baltzell,  
CEO,  
Innovative Strategic Advisors, Inc.

# Marketing Performance Track

This session provided attendees with tips and tools for marketing Performance Track to consumers, media, and communities. Moderated by Dave Gunnarson of Lockheed Martin-Manassas, the session speakers included Julie Spyres and Kevin Easley of Performance Track; Andy Jacobs, president of Ideal Jacobs; and Joel Makower, editor of GreenBiz.com.

Spyres and Easley began the session by discussing what EPA is doing to promote members of Performance Track. These activities include media outreach to trade publications to highlight members, attendance at key industry conferences, creation of a Performance Track booth for conferences, development of a member directory, redesign of the Web site, and letters to local and state officials.

Spyres provided tips to help members publicize their membership in Performance Track, identifying four key items that should be considered prior to executing marketing efforts:

1. Objectives - what are you trying to achieve?
2. Target Audience - who are you trying to target?
3. Tools - what are the best tools to reach your target audience?
4. Evaluation - how can you measure the progress you have made?

Easley took attendees on a virtual tour of the new Performance Track Web site, pointing out the easier navigation tools, and direct links. The speakers distributed a bookmark that directs members to the Member Services site at [www.epa.gov/performancetrack/members](http://www.epa.gov/performancetrack/members). Resources on this site include logos, posters, fleet signs, media tips, ad slicks, and much more.

Andy Jacobs of Ideal Jacobs followed by describing the value that Performance Track and environmentally

friendly practices can have on the bottom line, and why members should market their involvement in Performance Track.

According to Jacobs, the benefits for Performance Track members include:

- Increased profits.
- Reduced product rejection rate: Ideal Jacobs reduced its rejection rate by 4 percent by joining Performance Track.
- Less pollution and reduced insurance rates.
- Increased market share.
- Lower turnover rate.
- Good standing with EPA.
- Reducing pollution = environmental health and safety = safer working environment = more efficient and happier employees = more productive processes = better bottom line.

The final speaker, Joel Makower of GreenBiz.com, gave a journalist's perspective on communicating with

internal and external stakeholders. For each stakeholder group, Makower identified a list of key concerns, existing networks, typical communication methods through networks, and key messages.

To attract media coverage Makower recommended the following:

- 1.) Tell stories about people.
- 2.) Stories need to be realistic and authentic.
- 3.) Don't let perception get ahead of reality.
- 4.) Don't just approach the media once.

GreenBiz.com is an online resource that puts out a free weekly e-newsletter called GreenBuzz that provides information on environmental initiatives and recent findings of trade associations and government agencies. GreenBiz.com has also created [www.greenbuildings.com](http://www.greenbuildings.com) and [www.greenbizleaders.com](http://www.greenbizleaders.com), which are great resources for companies looking to go green.

“The Member Services Web site was redesigned to be a one-stop shop for all of your communication needs.”

Kevin Easley,  
Performance Track,  
U.S. EPA

## Coordinating Performance Track with State Programs

**A**t this session, officials from Virginia, Texas, and Georgia offered details on their environmental performance programs, while EPA provided a federal perspective.

Harry Gregori, assistant to the director of the Virginia Department of Environmental Quality Central Office, outlined the process of creating the Virginia Environmental Excellence Program (VEEP). The program was designed to help Virginia companies maintain competitiveness while improving the environment, and it had the support of the governor, the head of the Department of Environmental Quality, and industry.

Barriers encountered during the program's development included inconsistent management support, an agency culture that supported command and control, initially limited support from EPA, unrealistic expectations, and an agency reorganization. To overcome the barriers, the department brought in top- and mid-level support, provided training, and created a flexible

program that would allow for changes. The program has improved the agency's relationship with regulated facilities, and has allowed it to reallocate staff resources to poor performers. Participating facilities benefit from better performance, better training, recognition, better relationships with regulatory staff, the potential for regulatory flexibility, and reduced permit fees.

Sharon Baxter, director of the Virginia Department of Environmental Quality's Office of Pollution Prevention, provided details on the Memoranda of Agreement between VEEP and Performance Track. The agreements coordinate the approval processes of PT and VEEP, as well as promoting efficiencies such as co-marketing of the two programs. A

new Performance Partnership Agreement establishes policy agreements on priorities and innovation. Virginia offers streamlined acceptance for Performance Track members into the E3

level of VEEP. Members only have to submit one annual report and renewal form for the two programs.

Israel Anderson, director of the Texas Commission on Environmental Qual-

ity's Small Business and Environmental Assistance Division, described the Clean Texas program, whose creation was supported by the state legislature. Like Virginia, Texas has signed a Memorandum of Agreement with EPA on Performance Track. "We didn't want to be out there alone when we knew that there was a national program in place, Anderson said. "We wanted to simplify and unify the message, and establish a dual membership process." Potential barriers to partnering include a lack of dedicated resources and the difficulty of maintaining seamless communication. "Each agency has different goals, timelines, expectations, program infrastructure, databases, applications, and deadlines" Anderson noted.

**"EPA's philosophy is to work alongside the states to see what works best."**

**Chuck Kent,  
U.S. EPA Office of Business and  
Community Innovation,**

Bob Donoghue, director of the Georgia Pollution Prevention Assistance Division (P2AD) described his agency's partnership program. The program has several tiers: White Ribbon members are advocates, such as NGOs and trade associations; Yellow Ribbon members are entry-level facilities; Red Ribbon members are equivalent to Performance Track and receive regulatory and financial incentives; and Blue Ribbon members are at the sustainability level, with a commitment to addressing life cycle environmental impacts, full cost accounting, and other factors. Partners may enter at any level, depending on the activities they have in place.

Chuck Kent, director of EPA's Office of Business and Community Innovation, described EPA's work with the states on performance-based programs. "EPA's philosophy is to work alongside the states to see what works best," Kent said. In fact, state input played an important role in the design of Performance Track.

EPA's objective is to develop a network in which all 50 states have some system in place to treat strong performers differently. Currently 23 states have active programs. To date, six states have signed agreements with EPA to maximize resources and share the work of managing both Performance Track and state programs. Kent mentioned that Utah is about to become the seventh state to sign an agreement.

Kent also described EPA's new strategy for determining the role of Environmental Management Systems (EMS) in regulatory programs, which may be downloaded from EPA's EMS site at <http://www.epa.gov/ems/>.

## The Latest on Performance Track Incentives

EPA Performance Track Incentives Coordinator Bob Sachs brought participants up to date on benefits and incentives for Performance Track members. Noting that the new Performance Track incentives rule went into effect on April 22, Sachs said that the rule builds recognition for Performance Track both within EPA and in the regulated community. The new rule extends the hazardous waste accumulation time under the Resource Conservation and Recovery Act (RCRA), and cuts the reporting frequency for air sources under the Clean Air Act's Maximum Achievable Control

Technology (MACT) provisions in half, from twice per year to once per year.

Among the new incentives in the works include reducing self-inspections under RCRA from 52 per year to as few as 12. Sachs noted that the new RCRA rule is expected to be final this summer. EPA also has proposed a new rule on MACT that would allow Performance Track members to get an expedited rule (30 days instead of 40) and a central point of contact at EPA. "This means we're effectively using a regulation to inform state permit issuers about Performance Track," Sachs noted.

EPA is developing a rulemaking to allow flexible air permits for Performance Track members that are major sources. "These permits will save facilities and states time and money by requiring many fewer transactions," Sachs said.

EPA will propose a new Performance Track RCRA incentives rule that will include permit streamlining, performance-based tank standards, performance-based generator standards, and increased efficiency between RCRA air standards and Clean Air Act standards.

The agency is also working on developing ideas for water incentives, and is considering options such as expediting permit renewals and working with states for more favorable terms in state revolving fund loans.

Sachs noted that ideas for incentives come from Performance Track incentive staff, EPA program offices, Performance Track members, network partners, the Performance Track Participants Association, and public comments.

## Visioning for the Future

Beth Tener, executive director of Sustainable Step New England, presented a framework for discussion that led to collaboration and innovative thinking about the future of Performance Track. Sustainable Step New England is a nonprofit that brings together business and government to develop a working relationship.

Tener maintained that to begin making improvements and thinking innovatively about the future, it is necessary to first develop a plan with tactical steps aimed at achieving goals, along with plans for developing allies and overcoming barriers.

Tener presented a bold vision for the year 2014: a booming U.S. economy, prosperous business models that are environmentally sound, and an explosion in innovative technologies, new companies, and business development. Session attendees were divided into groups and were asked to tackle the following questions regarding the vision:

1. How did Performance Track help companies achieve the vision and be more competitive?

2. What key challenges needed to be overcome to achieve the vision?

The groups were divided according to the environmental challenges that need to be confronted in order to achieve the vision: transportation, toxics, zero discharge/harmless emissions, zero waste, and energy.

Each group reported back to the session about what it would propose to achieve the vision and what would need to be overcome in dealing with the business challenge. Part of the group's brainstorm session included ways to accomplish the goals with limited resources.

In addressing these business challenges for the future and

what needs to be accomplished, session attendees provided evidence that being a Performance Track member is the first step toward achieving these goals. Behind these member facilities are key individuals that are crucial to the success of the program and a sustainable future. If individuals believe in Performance Track, Tener is confident that we can "sell it to the world" and have a real impact on the future.

"We must start from a clean slate to take steps toward achieving a thriving environment and economy."

Beth Tener,  
Executive Director,  
Sustainable Step New England

## NGO/Industry/Community Partnerships

The session on NGO/Industry/Community Partnerships focused on how to develop and foster relationships that help build businesses that are financially and environmentally beneficial.

Glenn T. Prickett, senior vice president of Conservation International, began by sharing his experience as an NGO that forms partnerships with businesses to protect the Earth's future. Prickett maintained that conservation outcomes have global effects: avoidance of extinctions, protection of critical areas, creation of conservation corridors, and smart management of lands.

Prickett emphasized that building trust between a company and an NGO takes time because the two entities are not natural partners—each has a unique culture with different expectations. However, the entities do have mutual interests that can be capitalized on. Both parties need to focus on engaging key stakeholders and “thinking outside of the fence.” Successful partnerships must advance both parties' interests. This will lead to business benefits and conservation outcomes.

Jason Coccia, manager of mitigation programs at The Conservation Fund, followed Prickett with an address on the benefits of collaborative conservation between nonprofits and corporations. Such partnerships, according to Coccia, will give government a new role in contributing to conservation and sustainability.

Coccia detailed the benefits of a company/NGO relationship. The company benefits include public relation opportunities, access to ranking officials, financial benefits for non-core assets, potential for tax benefits, and a competitive advantage. The benefits for an NGO include land protection, new sources of funding, relationships, and the ability to have a strong voice in corporation's commitment to promoting a mission. Communities benefit from improved environmental and economic outcomes: cleaner water and air create better areas for recreation, access to open space, and the creation of jobs. Coccia reminded attendees that it is the responsibility of companies, NGOs, communities, and individuals to work together to ensure that the environment will be protected for future generations.

The final speaker for the session was Bob Johnson, executive vice president of the Wildlife Habitat Council. Johnson noted that NGOs participating in Performance Track are able to help

communities achieve goals, meet the needs of communities, and fulfill responsibilities.

According to Johnson, corporations own and manage one third of land base in the United States. Species and the environment aren't protected if managers rely solely on maintenance. The benefits of going further and setting aside land for wildlife habitat include:

- Reduced land maintenance costs;
- Revenue generated from improved management of wood lots;
- Improved government and public relations;
- Reduced remediation costs;
- Reduced tax base through conservation easements;
- Incentives tied to programs similar to Performance Track; and
- Reduced use of water, reseeding costs, and time spent mowing.

Johnson emphasized that wild spaces have great value for communities, corporations, and individuals, allowing everyone to enjoy the surroundings and wildlife. Community members will have a more favorable view of a company's role in their community. Employee morale will increase because these employees are more satisfied with work conditions and have a vested interest in the community.

“Drivers of conservation are changing from regulation, litigation, and confrontation to market-based initiation and collaboration.”

Jason Coccia,  
Mitigation Program Manager,  
The Conservation Fund

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## EMS Innovations

**E**nvironmental Management Systems (EMS) are a key criterion of membership in Performance Track. In this session, participants heard about new developments in EMS and related standards.

Dan Rocznia, director of the American Chemistry Council's (ACC) Responsible Care program, described the program's features and management system. All ACC members are required to adhere to Responsible Care. Among the program's features are a Responsible Care Management System, independent third-party certification, tracking and public reporting of progress, and security standards.

The management system goes beyond pollution prevention to cover health and safety, public outreach, transport, security, and other areas.

"Broad-based improvements drive performance improvements," Rocznia said. Going beyond environmental considerations also helps break down "issue silos" and spreads the Responsible Care ethic throughout the corporation.

ACC members are required to have site audits and headquarters audits. ACC has been working with Performance Track and Clean Texas to ensure that the Responsible Care Management System is compatible with the EMS requirements of both programs.

Rocznia noted that ACC's performance metrics database will be publicly available online this spring. Additional metrics will be added in 2005. For more information, visit [www.responsiblecaretoolkit.com](http://www.responsiblecaretoolkit.com).

Scott Richter, director of planning and development with the Registrar Accreditation Board, discussed the new ANSI Z10 standard, an occupational health and safety (OHS) standard for the United States. ANSI Z10 will enable organizations to

integrate OHS management into their business management systems, and will focus on principles that are broadly applicable to organizations of all sizes and types, not on detailed specifications. The standard will be compatible with relevant OHS, environmental, and quality management standards (e.g., ISO 9000 and 14000), and with approaches to OHS management in common use in the United States.

"Requirements from this standard would not conflict with other standards' requirements," Richter said. The Z10 standard will be available for public comment in July. For more information, visit

<http://www.aiha.org/ANSICommittees/html/z10committee.htm>.

Dawn Henderlight, senior consultant with Excel Partnerships, Inc., discussed ways to integrate a variety of management systems such as risk management programs, chemical hy-

giene plans, environmental management systems. "Integrated implementation can be successful if you have established and maintain a mature management system framework, if you have managers with overlapping roles and responsibilities, and if you have strong internal audit programs," Henderlight said.

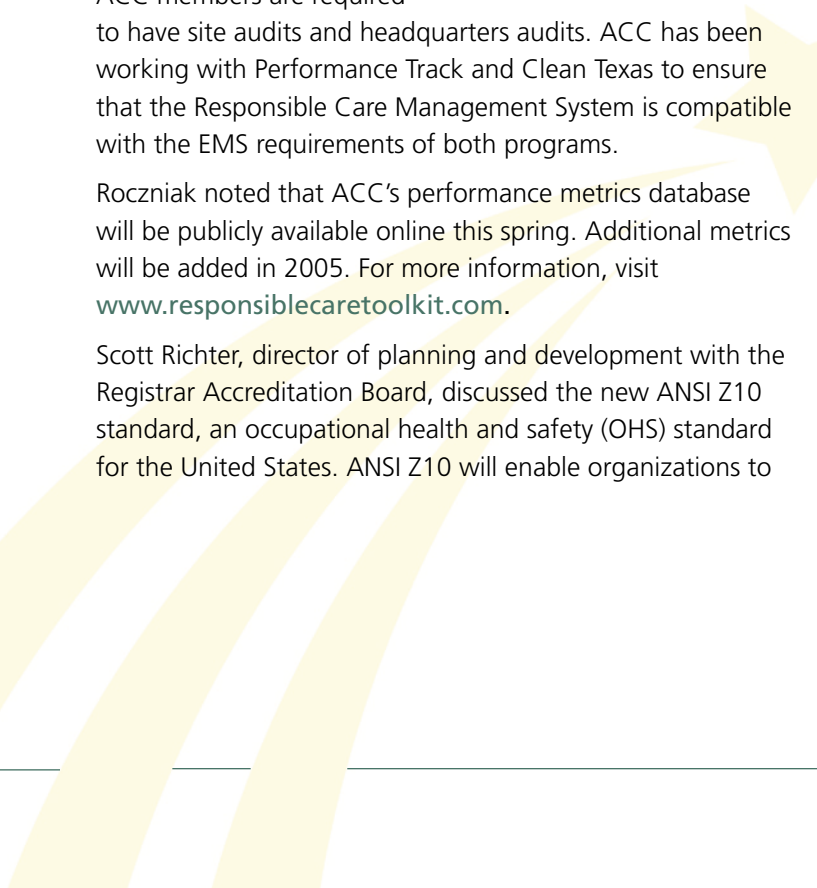
Among the benefits of integration are better internal and external communication, reduced redundancy in

training, better oversight on compliance, better emergency preparedness due to integrated response plans, and improved records management.

Companies that want to integrate systems should first define the integration structure, define roles and responsibilities, and identify cross-functional representatives. The next step is to create an implementation plan and obtain management commitment. With management's participation, the company should establish objectives that provide return on investment in multiple business target areas, using continuous improvement programs to meet the objectives. The company also needs to develop a maintenance plan and budget.

*"Certification has value if the goal is improved performance and not a piece of paper."*

Dan Rocznia,  
Director,  
Responsible Care Program,  
American Chemistry Council





Lester Brown, founder and president of the Earth Policy Institute, described his vision for a sustainable world.

## Calling for a Plan B

A closing luncheon talk by Lester Brown, founder and president of the Earth Policy Institute, drew a standing-room-only crowd. Brown focused on what he sees as two of the most pressing environmental problems: falling water

tables and rising temperatures, and said that a "Plan B" was needed to avoid environmental and social catastrophe.

"Throughout history, humans have lived on the Earth's sustainable yield, the interest from its natural endowment," Brown said. "But now we are consuming the endowment itself. In ecology, as in economics, we can consume principal along with interest in the short run, but in the long run it leads to bankruptcy."

Business as usual, "Plan A," isn't working, Brown said. His "Plan B" would entail a "massive mobilization" to stabilize population, climate, water tables, and soils. "In both scale and urgency, the effort required is comparable to the U.S. mobilization during World War II," he said.

Brown called for restructuring the tax system by lowering income taxes and raising taxes on environmentally

destructive activities, such as fossil fuel burning, to incorporate their environmental costs. "Unless we can get the market to send signals that reflect reality, we will continue making faulty decisions as consumers, corporate planners, and government policy makers," he said.

"The choice is ours," Brown declared. "We can stay with business as usual and preside over a global bubble economy that keeps expanding until it bursts, leading to economic decline. Or we can adopt Plan B and be the generation that stabilizes population, eradicates poverty, and stabilizes climate. Historians will record the choice-but it is ours to make."



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Lester Brown,  
Founder and President,  
Earth Policy Institute